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ABSTRACT

This paper is a general study of the ideals and basic principles upon which consortia are based and an analysis of the Colleges of Mid-America (C.M.A.) consortium in particular. The statement of purpose for the C.M.A. includes: (1) to nurture areas of common interest and develop enriched educational programs for our respective students; (2) to provide for faculty interaction as a means for scholarly growth; (3) to develop cooperative administrative action for the optimal use of our resources; (4) to provide a collective voice for the improvement of higher education; and (5) to provide a special cultural influence in our region. An historical sketch, organizational study and budgetary outline of the consortium are included to indicate the full scope of the organization. Thirty-one examples of academic cooperative arrangements including 276 institutions are listed in a concluding table. (HS)

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A Look In Retrospect

C.M.A. -------A Consortium

Colleges of Mid-America

by:

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Chairman: Health Science, Physical Education and Recreation
Briar Cliff College
Sioux City, Iowa

June 1971

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Vital to the full understanding of the C.M.A. is the awareness or historical conceptualization of not only its brief history but also of the self concept created and perpetuated by the continuation of inter-institutional cooperation among and on behalf of the schools presently involved. The consortium concept, in respect to educational institutions, implies a working and fluid agreement for inter-disciplinary cooperation and collaboration among selected institutions in an effort to effect self and mutual educational (administrative and instructional) advantages.

Webster's New Collegiate Dictionary defines "consortium" as "fellowship; partnership; union; esp., marital association". The use of the term "marriage" is most appropriate indeed as in marriage one (each partner) needs to give fully of oneself if one is to achieve total fulfillment and satisfaction; so too in the consortium is it imperative that each institution - each partner, give of itself in cooperation and assistance for the ultimate good of the individual institution and for the total entity- the consortium.

In the case of the consortium of individual colleges it should be duly noted that while each

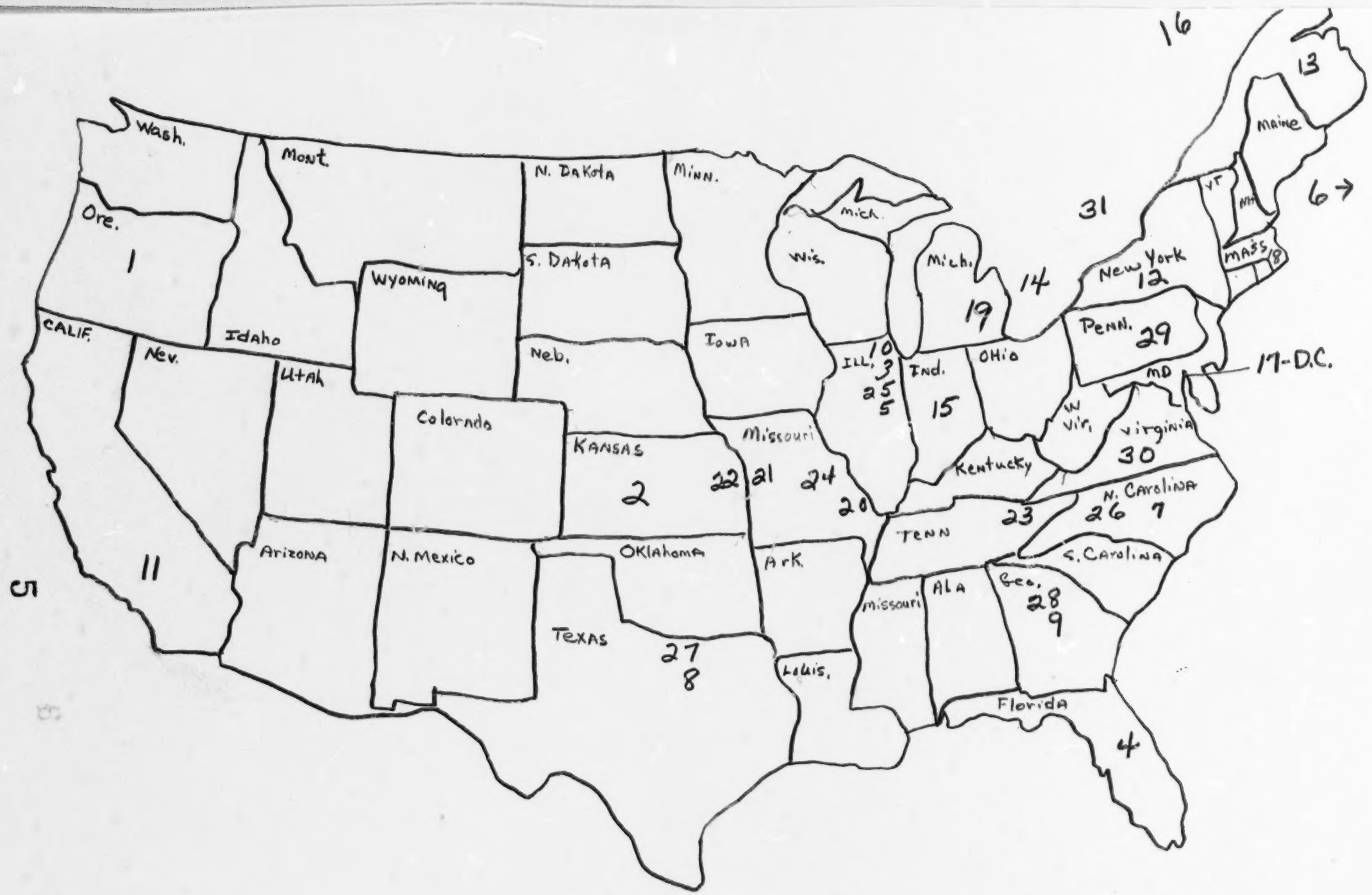
institution may profess and actually realize a firm commitment to other institutions in the consortium and to the consortium itself, each school retains its complete and separate identity by being able to exercise autonomy in respect to the decentralization of organization and administration of the school. Each individual institution does not forgo or transfer any of its inherent authority or responsibility to the consortium other than that which is required to facilitate the achievement of ultimate objectives to which the individual institution subscribes in conjunction with the other members in the consortium.

The fact is that institutions have discovered that it is imperative to cooperate in attempting to achieve specific educational goals. The concept or practice of self-sufficiency is ceasing to be a major principle of administration and organization (if indeed it ever was one). Institutions can no more be "islands unto themselves" than can man; thus is created the productive alliances with one or more other institutions resulting in bi-lateral or multi-lateral arrangements.

Prior to 1967 there existed at least twenty-five regional cooperating consortia of colleges and universities in the United states for a combined

membership of 319 institutions.[1] By the spring of 1968 there existed thirty-one such examples[2] of academic cooperative arrangements in existence (a list of which may be found in table one). The map on the following page depicts the general location of these consortia.

Caution must be exerted when the term "consortium" is used in too loose a vein. An example will suffice; Raymond Moore[3] conducted a study for the office of education and found that in 1966 over 1,100 institutions participated in what he incorrectly termed "consortia". In fact, a vast majority of these institutions were merely involved in inter-institutional cooperation and were not involved in the type of interaction and commitment characterized in the formal, chartered examples of consortia with which this writer is concerned.


Wash.
Ore.
1
Mont.
N. DaKota
Minn.
S. DaKota
Wyoming
Wis.
Mich.
Mich.
19
14
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New York
12
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Maine
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VT
NH
MASS
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CALIF.
Nev.
Idaho
Utah
Colorado
Neb.
Iowa
ILL.
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3
25
5
Ind.
15
OHio
Penn.
29
MD
17-D.C.
W Vir.
virginia
30
Missouri
KANSAS
2
22
21
24
20
Kentucky
23
TENN
N. Carolina
26
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S. Carolina
Arizona
N. Mexico
OKlahoma
Ark
Missouri
ALA
Geo.
28
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Texas
27
8
Louis.
Florida
4

Historical Circumstance

In the 1967-68 academic year the academic deans (or their equivalents) of five area colleges located in northwestern Iowa began to meet informally but rather consistently in an effort to seek and share counsel, better acquaint each other with the philosophies and programs in existence at the other institutions. The five area institutions were Briar Cliff, Morningside, Buena Vista, Westmar and Northwestern College. The basis of the continuation of such gatherings was the fostering of brotherly love for another person in the same profession; the nurturing of friendship, comradeship and trust; not only among these five deans but among the institutions themselves.

From this dialogue came an awareness of sameness, of common interests, as well as problems. From this humble beginning rose the initial planning group which had as its purpose the identifying of institutions possessing the same general characteristics and who were also interested in pursuing the question of inter-institutional cooperation further.

Mr. Donald B. Ward, John Van Valkenburg and William Tucker acted as a committee of three in organizing the initial plans of what was to become

the C.M.A., the Colleges of Mid-America. Originally there were twelve schools, called the Even Dozen, invited to study the possibility of forming a consortium. These schools included:

1. Briar Cliff College-Iowa
2. Buena Vista College-Iowa
3. Dakota Wesleyan College-South Dakota
4. Dana College-Nebraska
5. Doane College-Nebraska
6. Morningside College-Iowa
7. Mount Marty College-Nebraska
8. Midland College-Nebraska
9. Northwestern College-Iowa
10. Sioux Falls College-South Dakota
11. Westmar College-Iowa
12. Yankton College-South Dakota

The official charter of the consortium was finalized on June 14, 1968.

Later, Dana, Doane and Midland decided not to become involved in the process while Huron College in South Dakota and Dordt College in Iowa, upon receiving north central accreditation were admitted as full members. The University of South Dakota, while not a member of the consortium, nevertheless is loosely affiliated with the organization and partakes in much of the working process of the organization.

Dr. Kalas, former president of Westmar College, served as president -- executive secretary of the consortium until the spring of 1970, whereupon Dr. Everette L. Walker was appointed president of the C.M.A.-the Colleges of Mid-America.

The aims of the consortium are many, varied and not exclusively concerned with the obtaining of grants to fund educational and administrative projects, although this certainly is one of the specific objectives. In the first two years of existence for the C.M.A., a great portion of what has been accomplished has been made possible by means of funding from outside sources. The actual aim might be stated as being one of improving the educational services and administrative processes of each institution. This general aim can be more effectively accomplished by the use of increased funds from an outside source.

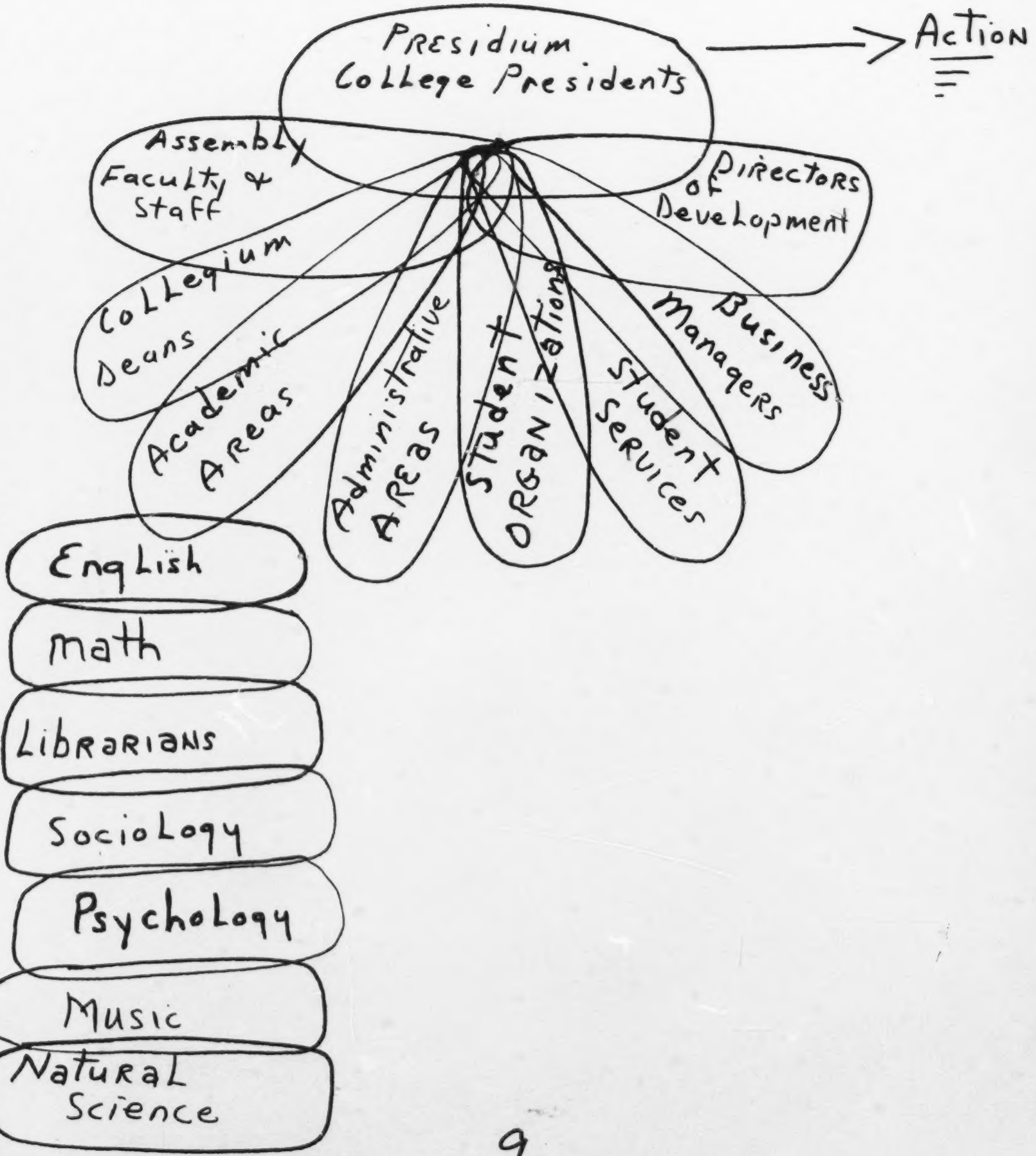
The Statement of Purpose

for the Colleges of Mid-America includes:

1. to nurture areas of common interest and develop enriched educational programs for our respective students
2. to provide for faculty interaction as a means for scholarly growth
3. to develop cooperative administrative action for the optimal use of our resources
4. to provide a collective voice for the improvement of higher education
5. to provide a special cultural influence in our region

ORGANIZATIONAL STRUCTURE

The C.M.A. has a slightly different organizational structure than the traditional line and staff concept. The structure may be conceptualized by the diagram on the following page.


Presidium
College Presidents
Action
Assembly
Faculty & Staff
Directors of Development
Collegium
Deans
Academic Areas
Administration Areas
Student Organization
Student Services
Business Managers
English
Math
Librarians
Sociology
Psychology
Music
Natural Science

The presidents of each member institution form what is termed the Presidium and function as the board of directors. The deans of each college function in an executive capacity as the Collegium. Although the original concept of the organizational structure did not stipulate that all functions were to be channeled and developed through the Presidium, in reality, this is what has transpired in the process of growth within the consortium.

Within each separate discipline or staff area of responsibility there exists the potentiality for meaningful cooperation and dialogue between the member colleges in respect to the specific disciplines or areas of responsibility. For example, the department of math at each of the colleges have organized and have been able to achieve objectives as a group which would have been impossible if each department at each school had acted singly. Similarly, the English departments have organized; so too have the music departments and the list goes on.

Whenever group goals are similar to the individual goals of member institutions and the efficiency of the goal attainment is enhanced through group interaction, the likelihood of an organized, concerted effort by the members, acting as a group, is

enhanced. The work of the various math departments (or English or music, etc) acting as an entity will be coordinated through the Collegium or group of deans from the institutions. Following the positive recommendation for the proposal by the group of deans, the presidents of the colleges, acting through the Presidium, officially authorize the initiation of said project.

To provide an illustration of the type of the many projects and tasks which have been effected through the Colleges of Mid-America consortium, the reader is directed to the information provided on the following two pages which illustrate not only the specific types of cooperative arrangements which have developed, but also the actual funding obtained from the Federal Government.

C.M.A. - CONSORTIUM

1968-1969
Budget

Expenditures	Budget Plan	Actual Budget
1. Office Administration	11,000.00	11,000.00
2. Faculty & Staff	2,800.00	4,182.00
2. Travel	7,000.00	6,060.00
3. Faculty Development	20,000.00	20,000.00
4. Faculty & Staff Exchange Fee	3,000.00	2,104.00
4. Travel	2,000.00	2,454.00
5. Curric. & Faculty Devel.	14,000.00	14,000.00
6. Film - T.V.	3,000.00	3,000.00
7. Soc. Serv. Trng.	3,000.00	3,000.00
8. National Teaching Fellowship	156,200.00	156,000.00
	222,000.00	222,000.00

Listed below are those schools in the consortium and the amount of funds allocated from Federal Sources for the academic year 1969-70.

Dordt College	214.00
Briar Cliff College	25,461.00
Buena Vista College	23,700.00
Dakota Wesleyan College	17,787.00
Huron College	3,614.00
Morningside College	24,287.00
Mt. Marty College	18,667.00
Northwestern College	21,374.00
Sioux Falls College	17,494.00
Westmar College	25,167.00
Yankton College	17,787.00

The categories under which the C.M.A. operated during the 1969-70 academic year is provided below as well as the amount of Federal and local support in the form of grants awarded to the various programs of the C.M.A.

		Federal Support	Local Support
1.	Faculty Student Interchange	6,000.00	6,550.00
2.	T.V. & Media Programs	3,600.00	6,375.00
3.	Visiting Scholars	21,000.00	4,050.00
4.	Graduate Study	46,800.00	11,500.00
5.	Faculty Development Seminars	9,000.00	6,450.00
6.	Cultural Cooperation & interchange	4,000.00	6,450.00
7.	Consortium Office	6,000.00	39,800.00

The breakdown above is best understood when one realizes that these programs and the corresponding funds must be classified under one of five broad classifications which the Federal Government utilizes in the awarding of such funds. Below the reader may find the five types of programs of cooperative arrangements.

		Federal	Local	Total
I.	Curriculum Development *(1,2,3)	144,200.00	16,975.00	161,175.00
II.	Faculty Development (4,5)	55,800.00	13,250.00	69,050.00
III.	Administrative Improvement (7)	6,000.00	39,800.00	45,800.00
IV.	Student Services Improvement (none)			
V.	Other (6)	4,000.00	6,450.00	10,450.00

* (includes the National Teaching Fellowship's Funds)

In conclusion, this writer wishes to reiterate the fact that although the main purposes of the C.M.A. revolves around the search, through inter-institutional cooperation, for educational and administrative objectives; the means of realizing the purposes dictate the necessity of obtaining funding from other sources in a great percentages of instances. The preceeding information was provided in an attempt to illustrate the organizational structure of a particular consortium, the C.M.A., and to provide certain insights into the purposes, goals, strengths, weaknesses of the consortium; and a brief sketch of the history of the Colleges of Mid-America consortium and the processes of its inner workings.

Table 1

Thirty-One Examples of Academic Cooperative Arrangements

1. Associated Christian Colleges of Oregon
   11652 S.W. Pacific Highway
   Tigard, Oregon 97223
   1. Cascade College-Portland, Oregon
   2. George Fox College-Newberg, Oregon
   3. Warner Pacific College-Portland, Oregon

2. Associated Colleges of Central Kansas
   200 East Kansas, Box 1005
   McPherson, Kansas 67460
   1. Bethel College-North Newton, Kansas
   2. Bethany College-Lindsborg, Kansas
   3. Kansas Wesleyan University-Salina, Kansas
   4. McPherson College-McPherson, Kansas
   5. Sterling College-Sterling, Kansas
   6. Tabor College-Hillsboro, Kansas

3. Associated Colleges of the Midwest
   Newberry Library
   60 West Walton St.
   Chicago, Illinois 60610
   1. Beloit College-Beloit, Wisconsin
   2. Carleton College-Northfield, Minnesota
   3. Coe College-Cedar Rapids, Iowa
   4. Cornell College-Mount Vernon, Iowa
   5. Grinnell College-Grinnell, Iowa
   6. Knox College-Galesburg, Illinois
   7. Lawrence College-Appleton, Wisconsin
   8. Monmouth College-Monmouth, Illinois
   9. Ripon College-Ripon, Wisconsin
   10. St. Olaf College-Northfield, Minnesota

4. Associated Mid-Florida Colleges
   Box 1357 Stetson Station
   DeLand, Florida
   1. Bethune-Cookman College-Daytona Beach, Florida
   2. Florida Presbyterian College-St. Petersburg, Florida
   3. Florida Southern College-Lakeland, Florida
   4. Rollins College-Winter Park, Florida
   5. Stetson University-DeLand, Florida

Table 1

Continued

5. Associated Midwest Universities
P.O. Box 307
Argonne, Illinois
    1. The University of Arizona-Tucson, Arizona
    2. Battelle Memorial Institute-Columbus, Ohio
    3. Carnegie Institute of Technology-Pittsburg, Pennsylvania
    4. Case Institute of Technology-Cleveland, Ohio
    5. The University of Chicago-Chicago, Illinois
    6. The University of Cincinnati-Cincinnati, Ohio
    7. Illinois Institute of Technology-Chicago, Illinois
    8. University of Illinois-Urbana, Illinois
    9. University of Illinois-Chicago Campus
    10. Indiana University-Bloomington, Indiana
    11. Iowa State University-Ames, Iowa
    12. State University of Iowa-Iowa City, Iowa
    13. Kansas State University-Manhattan, Kansas
    14. The University of Kansas-Lawrence, Kansas
    15. Loyola University-New Orleans, Louisiana
    16. Marquette University-Milwaukee, Wisconsin
    17. Mayo Foundation-Rochester, Minnesota
    18. Michigan College of Mining & Technology-Houghton, Michigan
    19. Michigan State University-East Lansing, Michigan
    20. The University of Michigan-Ann Arbor, Michigan
    21. University of Missouri-Columbia, Missouri
    22. University of Minnesota-Minneapolis, Minnesota
    23. University of Missouri-Rolla Campus
    24. University of Nebraska-Lincoln, Nebraska
    25. Northwestern University-Evanston, Illinois
    26. Northwestern University-Chicago Campus
    27. The University of Notre Dame
    28. The Ohio State University-Columbus, Ohio
    29. Oklahoma State University-Stillwater, Oklahoma
    30. Purdue University-Lafayette, Indiana
    31. Saint Louis University-St. Louis, Missouri
    32. Washington University-St. Louis, Missouri
    33. Wayne State University-Detroit, Michigan
    34. Western Reserve University-Cleveland, Ohio
    35. University of Wisconsin-Madison, Wisconsin

Table 1

Continued

6. Association of Atlantic Universities
P.O. Box 24
Halifax, Nova Scotia
(incomplete information as to membership at this time)

7. Association of Eastern North Carolina Colleges
Room 600, 333 Fayetteville Street
Raleigh, North Carolina 27601
    1. Atlantic Christian College-Wilson, North Carolina
    2. Campbell College-Buies Creek, North Carolina
    3. Chowan College-Murfeesboro, North Carolina
    4. East Carolina College-Greenville, North Carolina
    5. Elizabeth City State College-Elizabeth City, North Carolina
    6. Fayetteville State College-Fayetteville, North Carolina
    7. Louisburg College-Louisburg, North Carolina
    8. Meredith College-Raleigh, North Carolina
    9. Methodist College-Fayetteville, North Carolina
    10. Mount Olive Junior College-Mount Olive, North Carolina
    11. North Carolina Wesleyan College-Rocky Mount, North Carolina
    12. St. Augustine's College-Raleigh, North Carolina
    13. Shaw University-Raleigh, North Carolina
    14. Southwood College-Salemburg, North Carolina

8. Association for Graduate Education and Research In North Texas
606 Stemmons Tower West
Dallas, Texas 75207
    1. Austin College-Sherman, Texas
    2. Bishop College-Dallas, Texas
    3. South West Center for Advanced Study-Dallas, Texas
    4. Southern Methodist University-Dallas, Texas
    5. Texas Christian University-Ft. Worth, Texas
    6. Texas Wesleyan College-Ft. Worth, Texas
    7. University of Dallas-Dallas, Texas

Table 1

Continued

9. Atlanta University Center Corporation
55 Walnut Street, Southwest
Atlanta, Georgia 30314
    1. Atlanta University-Atlanta, Georgia
    2. Clark College-Atlanta, Georgia
    3. Interdenominational Theological Center-Atlanta, Georgai
    4. Morehouse College-Atlanta, Georgia
    5. Morris Brown College-Atlanta, Georgia
    6. Spelman College-Atlanta, Georgia

10. Central States College Association
2530 Crawford Avenue
Evanston, Illinois 60091
    1. Alma College-Alma, Michigan
    2. Augustana College-Rock Island, Illinois
    3. Carroll College-Waukesha, Wisconsin
    4. Gustavus Adolphus College-St. Peter, Minnesota
    5. Illinois Wesleyan University-Bloomington, Illinois
    6. Luther College-Decorah, Iowa
    7. MacMurray College-Jacksonville, Illinois
    8. Manchester College-North Manchester, Indiana
    9. Millikin University-Decatur, Illinois
    10. Mundelein College-Chicago, Illinois
    11. Saint John's University-Collegeville, Minnesota
    12. Simpson College-Indianola, Iowa

11. The Claremont Colleges
Claremont, California
    1. Claremont Graduate School and University Center-Claremont, California
    2. Claremont Men's College-Claremont, Calif.
    3. Harvey Mudd College-Claremont, California
    4. Pitzer College-Claremont, California
    5. Pomona College-Claremont, California
    6. Scripps College-Claremont, California

12. College Center of the Finger Lakes
Houghton House 22 West 3rd Street
Corning, New York 14830
    1. Alfred University-Alfred, New York
    2. Cazenovia College
    3. Corning Community College-Corning, New York
    4. Elmira College-Elmira, New York
    5. Hartwick College-Oneonta, New York

Table 1

Continued

6. Hobart and William Smith Colleges-Geneva, New York
7. Ithaca College-Ithaca, New York
8. Keuka College-Keuka Park, New York
9. Wells College-Aurora, New York

13. Committee of Presidents of New Brunswick Universities
University of New Brunswick-incomplete information as to membership as this time

14. The Committee of Presidents of Universities of Ontario
4 Devonshire Place
Toronto, Canada
1. Brock University
2. Carleton University
3. University of Guelph
4. Lakehead University
5. Laurentian University of Sudbury
6. MacMaster University
7. Universite d'Ottawa
8. Queen's University at Kingston
9. University of Toronto
10. Trent University
11. University of Waterloo
12. University of Western Ontario
13. University of Windsor
14. York University

15. Committee On Institutional Cooperation
540 Northwestern Avenue
Purdue University
West Lafayette, Indiana
1. University of Chicago-Chicago, Illinois
2. University of Illinois-Urbana, Illinois
3. Indiana University-Bloomington, Indiana
4. State University of Iowa-Iowa City, Iowa
5. University of Michigan-Ann Arbor, Michigan
6. Michigan State University-East Lansing, Michigan
7. University of Minnesota-Minneapolis, Minnesota
8. Northwestern University-Evanston, Illinois
9. Ohio State University-Columbus, Ohio
10. Purdue University-Lafayette, Indiana
11. University of Wisconsin-Madison, Wisconsin

16. Conference Des Recteurs Et Des Principaux Des Universities
du Quebed, s/d l'Universite Laval, Quebec, P. Que
(incomplete information as to membership at this time)

Table 1

Continued

17. Consortium of Universities of the Washinton Metropolitan Area
Washington, D.C.
    1. The American University-Washington, D.C.
    2. The Catholic University of America
    3. The George Washington University
    4. Georgetown University
    5. Howard University

18. Five College Cooperation
Box 740
Amherst, Massachusetts 01002
    1. Amherst College-Amherst, Mass.
    2. Hampshire College-Amherst, Mass.
    3. Mount Holyoke College-South Hadley, Mass.
    4. Smith College-Northampton, Mass.
    5. University of Massachusetts-Amherst, Mass.

19. Great Lakes Colleges Association
Detroit Metropolitan Airport Michigan 48141
    1. Albion College-Albion, Michigan
    2. Antioch College-Yellow Springs, Ohio
    3. Denison University-Granville, Ohio
    4. DePauw University-Greencastle, Indiana
    5. Earlham College-Richmond, Indiana
    6. Hope College-Holland, Michigan
    7. Kalamazoo College-Kalamazoo, Michigan
    8. Kenyon College-Gambier, Ohio
    9. Oberlin College-Oberlin, Ohio
    10. Ohio Wesleyan University-Delaware, Ohio
    11. Wabash College-Crawfordsville, Indiana
    12. The College of Wooster-Wooster, Ohio

20. Higher Education Coordinating Council of St. Louis
607 North Grand Boulevard
Suite 618
St. Louis, Missouri
    1. Maplewood-Richmond Heights-St. Louis, Mo.
    2. University of Missouri - St. Louis, Missouri
    3. St. Louis County Junior College District
    4. Washington University-St. Louis, Missouri
    5. St. Louis Priory School-St. Louis, Mo.
    6. Lindenwood College-St. Louis, Missouri
    7. Southern Illinois University-Carbondale, Ill.
    8. St. Louis University-St. Louis, Missouri
    9. Fontbonne College-St. Louis, Missouri
    10. Maryville College of the Sacred Heart-St. Louis, Missouri
    11. Monticello College-St. Louis, Missouri
    12. Webster College-St. Louis, Missouri

Table 1

Continued

21. Kansas City Regional Council for Higher Education
4901 Main
Suite 320
Kansas City, Missouri
    1. Avila College-Kansas City, Missouri
    2. Baker University-Baldwin, Kansas
    3. Central Missouri State College-Warrensburg, Missouri
    4. Donnelly College-Kansas City, Kansas
    5. Graceland College-Lamoni, Iowa
    6. Kansas City Art Institute-Kansas City, Mo.
    7. Metropolitan Junior College-Kansas City, Mo.
    8. Missouri Valley College-Marshall, Missouri
    9. Mount St. Scholastica-Atchison, Kansas
    10. Ottawa University-Ottawa, Kansas
    11. Park College-Parkville, Missouri
    12. Rockhurst College-Kansas City, Missouri
    13. St. Benedict's College-Atchison, Kansas
    14. St. Mary College-Xavier, Kansas
    15. Tarkio College-Tarkio, Missouri
    16. University of Missouri at Kansas City-Kansas City, Missouri

22. Mid-America State Universities Association
3909 Eaton Street
Kansas City, Kansas 66103
    1. University of Colorado-Boulder, Colorado
    2. Colorado State University-Ft. Collins, Colorado
    3. Iowa State University-Ames, Iowa
    4. University of Kansas-Lawrence, Kansas
    5. Kansas State University-Manhattan, Kansas
    6. University of Missouri-Columbia, Missouri
    7. University of Nebraska-Lincoln, Nebraska
    8. University of Oklahoma-Norman, Oklahoma
    9. Oklahoma State University-Stillwater, Oklahoma

23. Mid-Appalachia College Council, Inc.
Box 391
Bristol, Tennessee
    1. Pikeville College-Pikeville, Kentucky
    2. Emory and Henry College-Emory, Virginia
    3. King College-Bristol, Tennessee
    4. Milligan College-Milligan, Tennessee
    5. Warren Wilson College-Swannanoa, North Carolina

Table 1

Continued

6. Tusculum College-Greenville, Tennessee
7. Morristown College-Morristown, Tennessee
8. Carson-Newman College-Jefferson City, Tennessee
9. Maryville, College-Maryville, Tennessee
10. Knowville College-Knowville, Tennessee
11. Lincoln Memorial University-Harrogate, Tennessee
12. Union College-Barbourville, Kentucky

24. Mid-Missouri Associated Colleges
C/O Stephens College
Columbia, Missouri 65201
1. Central Methodist College-Fayette, Mo.
2. University of Missouri-Columbia, Mo.
3. Stephens College-Columbia, Mo.
4. Westminster College-Fulton, Mo.
5. William Woods College-Fulton, Mo.

25. Mississipri Valley College Association
53 West Jackson Boulevard
Chicago, Illinois 60604
1. Blackburn College-Carlinville, Illinois
2. Culver-Stockton College-Canton, Missouri
3. Elmhurst College-Elmhurst, Illinois
4. Illinois College-Jacksonville, Illinois
5. Iowa Wesleyan College-Mount Pleasant, Iowa
6. Lindenwood College-St. Charles 1, Missouri
7. North Park College-Chicago, Illinois
8. Principia College-Elsah, Illinois
9. University of Dubuque-Dubuque, Iowa

26. Piedmont University Center of North Carolina, Inc.
Reynold House
Box 11045 Bethabara Station
Winston-Salem, North Carolina 27105
1. A & T College-Greensboro, N.C.
2. Belmont Abbey College-Belmont, N.C.
3. Bennett College-Greensboro, N.C.
4. Catawba College-Salisbury, N.C.
5. Davidson College-Davidson, N.C.
6. Elon College-Elon College, N.C.
7. Greensboro College-Greensboro, N.C.
8. Guilford College-Greensboro, N.C.
9. High Point College-High Point, N.C.
10. Johnson C. Smith University-Charlotte, N.C.
11. Lenoir Rhyne College-Hickory, N.C.

Table 1

Continued

12. Livingstone College-Salisbury, N.C.
13. Pfeiffer College-Misenheimer, N.C.
14. Salem College-Winston-Salem, N.C.
15. Wake Forest-Winston-Salem, N.C.
16. Winston-Salem Teachers College-Winston-Salem, N.C.

27. Texas Association of Developing Colleges
2601 Dover Drive
P.O. Box 43
Sherman, Texas 75090
    1. Bishop College-Dallas, Texas
    2. Huston-Tillotson College-Austin, Texas
    3. Jarvis Christian College- Hawkins, Texas
    4. Paul Quinn College-Waco, Texas
    5. Texas College-Tyler, Texas
    6. Wiley College-Marshall, Texas

28. University Center in Georgia
Lustrat House
University of Georgia
Athens, Georgia 30601
    1. Agnes Scott College-Decatur, Georgia
    2. Atlanta Arts Alliance-Atlanta, Georgia
    3. Atlanta University-Atlanta, Georgia
    4. Columbia Theological Seminary
    5. Emory University-Atlanta, Georgia
    6. Georgia Institute of Technology-Atlanta, Georgia
    7. Georgia State College-Atlanta, Georgia
    8. Ogelthorpe College-Atlanta, Georgia
    9. University of Georgia-Athens, Georgia

29. University Center at Harrisburg
2991 N. Front Street
Harrisburg, Pennsylvania 17110
    1. Elizabethtown College-Elizabethtown, Penna.
    2. Lebanon Valley College-Annville, Penna.
    3. Temple University-Philadelphia, Penna.
    4. The Pennsylvania State University-University Park, Penna.
    5. University of Pennsylvania-Philadelphia, Penna.

Table 1

Continued

30. University Center in Virginia
1 West Main Street
Richmond, Virginia 23220
    1. College of William & Mary-Williamsburg, Virginia
    2. Hampden-Sydney College-Hampden-Sydney, Virginia
    3. General Assembly's Training School
    4. University of Richmond-Richmand, Virginia
    5. Union Theological Seminary
    6. Randolph-Macon College-Ashland, Virginia
    7. Medical College of Virginia-Richmond, Virginia
    8. University of Virginia-Charlottesville, Virginia
    9. Richmond Professional Institute-Richmond, Virginia
    10. Virginia State College-Petersburg, Virginia
    11. Virginia Union University-Richmond, Virginia
    12. Longwood College-Framville, Virginia
    13. Mary Washington College-Fredericksburg, Virginia
    14. Lynchburg College-Lynchburg, Virginia
    15. Randolph-Macon Women's College-Ashland, Virginia
    16. Sweet Briar College-Sweet Briar, Virginia

31. The Association of Universities and Colleges of Canada
151 Slater Street
Ottawa, Canada
(incomplete information as to membership at this time)

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[3]A Guide to Higher Education Consortiums. 1965-66. Raymond S. Moore. Bureau of Higher Education. U.S . Department of Health, Education, and Welfare. U.S. Government Printing Office. Washington, D.C. 1967.